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BCS DATA: FROM ANALYSIS TO ACTION - HIGH- IMPACT DIGITAL MARKETING STRATEGIES IN THE SAAS MARKET

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EXECUTIVE SUMMARY

This chapter analyses the case of bcs data, an emerging company in the field of customer relationship management (crm) and enterprise resource planning (erp) software, operating under the software as a service (saas) model. It details the digital marketing strategies implemented by the company, including search engine optimisation (seo), search engine marketing (sem) and social media campaigns, to attract and convert leads. An examination is made of whether digital footprint and user experience (ux) analysis are moderating factors in conversion. It also analyses crm and erp management tactics that optimise customer retention. With its strategy, bcs data achieved in its launch year of 2022 some 2,231 leads, 212 clients and revenue of 300,000 euros. Challenges such as competition and resistance to change are addressed, and innovative solutions are proposed to address these challenges; the importance of technological integration and data analytics is underlined for maintaining a competitive edge

1. BACKGROUND OF THE ORGANIZATION

bcs Data was established on June 7, 2018, as part of the scalability and growth strategy of the renowned bcs Group, whose parent company, bcs Consultores, was founded on November 29, 2012. Since its inception, bcs Consultores, a digital marketing agency, has experienced significant growth, culminating in sales figures of 1,200,000 euros in 2018. Its business model was characterized by notable financial attractiveness due to its regular income, a vital element for the company's financial stability and strategic planning. This recurring income ensured a constant and predictable cash flow, underpinning the company's operations and expansion.

However, as its revenues increased, the profitability of bcs Consultores did not grow proportionally. This was because the service-intensive agency model required the organizational structure to expand to meet increased demand. This expansion absorbed profits, setting a profitability challenge despite the increase in company turnover, which scarcely justified the extra risk involved.

During this expansion phase, with its consequent growing number of clients and processes, the need for software that provided more efficient management and process automation became evident. bcs

Consultores, therefore, began to search for customer relationship management (CRM) and enterprise resource planning (ERP) systems that would meet their specific needs. During this search the company observed that the options available in the market were limited; they were either excessively expensive or could not be effectively adapted to its business model. Data from the Ontsi 2016 e-PYME Report reinforced this perception; while 81% of SMEs and large companies in the industrial sector had websites, only 8.3% of SMEs used ERP systems. This disparity was observed across all sectors of the economy, suggesting a significant market opportunity.

In light of this opportunity, the management of bcs Consultores decided to establish a start-up dedicated to the development and marketing of these systems, aimed specifically at SMEs. This decision marked the advent of bcs Data as an innovative company in the development of technological solutions tailored to the market's needs. To this end, the Software as a Service (SaaS) model was adopted. SaaS is a software distribution strategy in which applications are hosted by a service provider and offered to clients via the internet. This paradigm allows users to access the software, with its functionalities, as an online service, generally operating under a pay-per-use scheme. This approach eliminates the need to install and operate applications on proprietary infrastructures, facilitates IT management, ensures continuous software updates and minimizes hardware costs.

According to Business Market Insights (2024), the European SaaS market will grow from €7,817 million in 2022 to €30,991 million in 2030, with an annual growth rate of 18.8%. This market research highlights that SaaS solutions facilitate business transformations by providing clear management benefits, such as short-term implementation, scalability and controlled costs. The report reflects an incredibly positive outlook for the SaaS market, with more than a 20% global growth forecast (25% in software and 29% in hardware and infrastructure) driven by organizations' demands for agility and cost reduction.

In this context, bcs Data financed the launch of its first software solution through the reinvestment of bcs Consultores' annual profits into the remuneration and social security contributions of the programmers. These specialists developed Traster-Tool, a comprehensive ERP-CRM software specifically designed for companies in the storage rental market. Traster-Tool optimizes operational management through efficient space availability control and provides contract automation; the service is provided based on recurring monthly payments. The tool's CRM module enhances customer service and supports the implementation of targeted marketing campaigns. It includes advanced security features such as access control and real-time monitoring, significantly contributing to operational efficiency, better customer service and strategic decision-making based on accurate data, which in turn drives profitability and business growth.

Between 2018 and 2022, bcs Data expanded its portfolio by developing a series of specialized products aimed at various market segments, such as installation, machinery rental, real estate companies and human resource service providers. In September 2022, bcs Data began its commercial operations following the marketing strategy examined in this chapter.

2. LITERATURE REVIEW

2.1. SaaS model

Mero et al. (2022) concluded that the emergence of the SaaS model facilitated the implementation of agile technologies that focused on iterative adaptations through hands-on learning rather than following a predesigned implementation plan. They suggested that before investing in SaaS, company managers could use their findings and test the software to determine if it fits their workflow. Fallatah and Ikram (2021) also highlighted the low investment required by cloud ERPs, allowing companies to efficiently manage their functions without a large initial infrastructure outlay. Meanwhile, Morawiec and Sołtysik-Piorunkiewicz (2022) pointed out that the adoption of technologies such as cloud computing, big data, and blockchain in ERP implementation offers new possibilities to improve the efficiency, transparency and sustainability of IT projects. Additionally, Jiang and Wang (2024) demonstrated the relationship between the use of SaaS systems and improvements in operational efficiency and business resilience, further emphasizing that flexibility, scalability and cost efficiency make SaaS systems a strategic choice for companies seeking to

enhance their software without significant initial investment. Kim et al. (2024) concurred with these authors, noting improvements in operational efficiency following the implementation of a SaaS ERP while also providing a flexible and scalable structure.

However, SaaS models also present drawbacks. Ali et al. (2021) focused their research on the possibility of customising ERPs under SaaS models. Their conclusions determined that such customisation poses a significant challenge and portrays a negative relationship between customisation and satisfaction levels. Lastly, more recently, Shapouri et al. (2024) highlighted the risks of SaaS systems for information security and privacy, a low degree of customisation and issues related to stable access to services. According to these authors, these are the main drawbacks preventing companies from adopting SaaS applications.

2.2. SEM strategies

As we will see later in this chapter, bcs Data implements search engine optimization (SEO) and search engine marketing (SEM) strategies for lead generation. SEM has evolved significantly over the past few decades, driven by technological advances and changes in consumer behavior. SEM, a key strategy in digital marketing, focuses on promoting websites by increasing their visibility on search engine results pages (SERPs) through paid advertising.

Keywords play a crucial role in search engine visibility. Coromina, Tsinovoi and Munk (2023) explained that keywords can be seen as catalysts for visibility on Google's search engine. This approach underscores the importance of a well-structured keyword strategy to maximize the effectiveness of SEM campaigns. The same authors noted that digital marketing specialists often create special web pages to which they direct traffic from advertising campaigns. These landing pages are designed to facilitate the achievement of a goal that involves an action that generates revenue for advertisers. These landing pages are optimized to convert visitors into potential customers, thereby improving the return on investment in digital advertising.

Wang (2021) highlighted that interactive marketing has shifted from internet marketing strategies that generate traffic, such as banner advertising and SEM, to enabling marketers to interact with customers at the right place and time. This change reflects a transition towards greater personalization and real-time response, allowing marketers to take advantage of immediate interaction opportunities with consumers.

In conclusion, SEM has evolved to become an essential tool in digital marketing. The integration of advanced technologies and personalized strategies has enabled marketers not only to increase the visibility and traffic of their websites but also to interact more effectively with consumers. As technologies and platforms continue to evolve, it is essential to keep exploring and adapting SEM strategies to stay at the forefront of the competitive world of digital marketing.

2.3. SEO strategies

SEO is the practice of optimizing the content and structure of web pages to improve their ranking in organic search results (Li & Zhang, 2020). Nagpal and Petersen (2021) focused on SEO actions, such as link building, which are taken off-site to increase the credibility, reliability and authority of the website for both users and search engines. Both on-page and off-page SEO work together to achieve higher rankings in SERPs and more organic clicks. According to Ahmed and Khan (2022), SEO strategy is a critical component for improving online visibility and attracting traffic to websites by optimizing content to achieve higher rankings on SERPs.

SEO not only enhances external website performance metrics such as search volume, SERP ranking and traffic but also contributes to on-site performance improvements by enhancing UX (Schultheiß & Lewandowski, 2020).

According to Chen and Senechal (2023), there is a reciprocal relationship between SEO success and brand value, especially in small and medium-sized enterprises (SMEs). Along the same lines of relating SEO to brand value, Roumeliotis and Tselikas (2022) determined that positive SEO performance, by ranking in the top positions of SERPs, can significantly improve the brand's consumer perception, even if the brand is unknown.

3. SETTING THE STAGE

3.1. Market

After analyzing the software market, and identifying that an opportunity existed, the company decided to enter the sector, based on monthly service charges, with a marketing model that would support the scalability of the company. For this purpose, as indicated, the software as a service model was adopted. (SaaS).

SaaS provides applications as a service by using cloud computing platforms. SaaS applications have unique characteristics that can be customized to meet specific client needs. Among other primary advantages of the SaaS model are its remarkable scalability and ability automatically to update software without user intervention, and that the operating system allows clients to access it through any internet-connected device. In addition, the SaaS model offers corporations the opportunity to outsource a substantial portion of their IT management to service providers. This has the potential drastically to reduce organization's technology-based operational and capital costs but and allows them to focus more intensively on their core business objectives. For these reasons, SaaS is suitable for businesses of all types and sizes (Dewarani & Alversia, 2023).

Having chosen the SaaS model to market its products, the management team at bcs Data conducted an exhaustive analysis of the competition in the sector. This analysis revealed that while intense competition existed in the horizontal/generic solutions field, these solutions did not incorporate characteristics that would meet the needs of all industrial sectors. On the other hand, it was observed that in vertical solutions, specifically designed to meet the needs of a particular sector, the competition was considerably less, with the SaaS model software offering being insignificant.

Another indicator is that the SaaS market in Spain is more mature than that in Europe. The main insight highlighting this fact is that the gap between SMEs without CRM and ERP in Spain is smaller than in Europe; specifically, 58% of Spanish SMEs lack CRM and 42% lack ERP (Ontsi, 2022). Thus, proportionally, the target market size is smaller.

Analyzing bcs Data's competition in Spain, it is worth noting that bcs Data's main competitor in the product category in Spain is Holded, founded in 2016 and sold to the Norwegian giant Visma in 2022, for €190 million. Its communication axis revolves around the concepts of easy, intuitive and integrated. All Holded ads analyzed by bcs Data with the competitive analysis tool SE Ranking show this basic communication axis. Regarding the media mix used, Holded focuses its efforts on a combination of SEO+SEM and a strong presence on social media with informational content and customer success stories.

For its part, bcs Data focuses its communication axis on the following values – easy to use, direct and personalized technical support and integrated CRM+ERP+HRM. Working with verticals means that the software operation is fully adapted to the workflows of companies in that sector. Even if a company wants to adjust any process to its own internal operations, bcs Data can implement it. The differentiation value of bcs Data compared to other larger SaaS companies lies in the verticalization of its software, which personalizes the offer and adds a differential value proposition.

3.2. SWOT Analysis and Strategy

To evaluate bcs Data's competitive position and develop its strategic planning, a strength, weaknesses, opportunities and threats (SWOT) analysis was conducted. The result was a matrix that evaluated internal and external factors as well as current and future potential. The SWOT analysis is designed to facilitate a realistic vision, based on facts and data, of the strengths and weaknesses of an organization. Each part of the matrix is developed below.

3.2.1. Weaknesses

Lack of Capital: The main weakness of the company is its lack of capital to develop a massive marketing strategy that can supply leads to a large tele sales platform. As mentioned earlier, all product development has been carried out with one's own capital and reinvesting the profits from another company in the group

bcs Consultores. Once bcs Data had the finished product, it was forced to implement a very selective marketing strategy, significantly segmenting the market to optimize the cost per lead and limit the volume of leads to the amount that its current sales structure could handle.

3.2.2. Threats

Risk of Sector Concentration: The acquisition of Holded by Visma is not the only operation of this kind that has occurred in the Spanish SaaS market. Other cases include the acquisition of the MN program by the Spanish investment firm Queka Real Partners or the purchase of 70% of Quaderno (a fiscal management SaaS) by Visma itself. If bcs Data does not quickly acquire a sufficient volume of customers, users and revenue to be attractive to large funds, it risks being isolated in a Spanish market where the SaaS offering is controlled by only a few large players.

Risk of Saturation in the Spanish SaaS Market: While the initial analysis showed a large volume of SMEs in Spain still without SaaS management solutions, it is also true that the growth rate of demand is so high that the transition from the growth phase to maturity can occur very quickly, with the market being served by large companies. This could lead to market saturation, which excludes small SaaS providers who, due to a lack of capital, cannot meet the rapid market increase.

3.2.3. Strengths

The Product: bcs Data’s software products possess greater scalability, customization and integration capabilities than many competitors’ products. For example, companies like Holded or Spaces Manager, which have much more team and capital, do not show on their websites the possibility of integrating the software with WhatsApp. Additionally, the verticalization of the software itself adds a degree of alignment of the software workflows with the real day-to-day operations that horizontal software does not possess.

The Management Team: bcs Data’s management team has an average of 15 years of experience in their respective roles. Furthermore, the degree of cohesion and teamwork is much higher than that of any startup, as its members have been working together for an average of 10 years, having come from the parent company bcs Consultores.

Lead Generation and Customer Retention Marketing Strategies: bcs Consulting, the group’s parent company, is a strategic and digital marketing consultancy that has been in the market for 12 years, generating leads for third parties.

3.2.4. Opportunities

Market Growth: With an expected average growth rate of 18%, this market presents a scaling opportunity for any SaaS company, provided bcs Data can meet the market’s pace of growth.

Legal Macroenvironment: There are numerous grants available to facilitate the digitalization of SMEs, and regulations also require SMEs to automatically connect their invoicing with tax authorities. This will accelerate the need for digitalization among Spanish SMEs.

Table 1. SWOT analysis bcs Data (August 2024)

Internal Factors of the Company		External Factors of the Company	
Weaknesses (-)		Threats (-)	
1.	Lack of capital	1.	Risk of sector concentration
		2.	Risk of saturation in the Spanish SaaS market
Strengths (+)		Opportunities (+)	
1.	Vertical product integrating ERP+CRM+HRM	1.	SaaS market growth (18% interannual)
2.	Experienced and cohesive management team	2.	Subsidies for Digitalization
3.	Marketing strategies	3.	New Legislation: Digital Invoicing in Spain

Based on this SWOT analysis and following Porter (1985), bcs Data decided to implement a competitive focus strategy, directing its efforts towards market niches with unmet needs that are unattractive to large sector operators. Within the focus strategy, the company seeks differentiation through its product portfolio and functionalities. Regarding the growth strategies that bcs Data will apply, following Ansoff (1957), the company will center its strategic focus on the development of vertical products—that is, solutions specifically developed for different sectors—as well as a strategy of penetration into the niches in which it already operates. For now, neither market development nor diversification have been included in the company's strategic planning.

In view of these findings, bcs Data decided to adopt a SaaS model-based marketing approach focused on vertical CRMs and ERPs. This strategy allowed the company to position itself strategically in market niches where demand was unmet and the degree of competition was lower, offering highly specialized solutions that responded to the specific needs of its target sectors.

Having decided to adopt the SaaS model, bcs Data was ready to face the particularities and challenges of the market. The following section explores how the company addressed these challenges and the specific strategies they implemented to compete effectively.

4. CASE DESCRIPTION

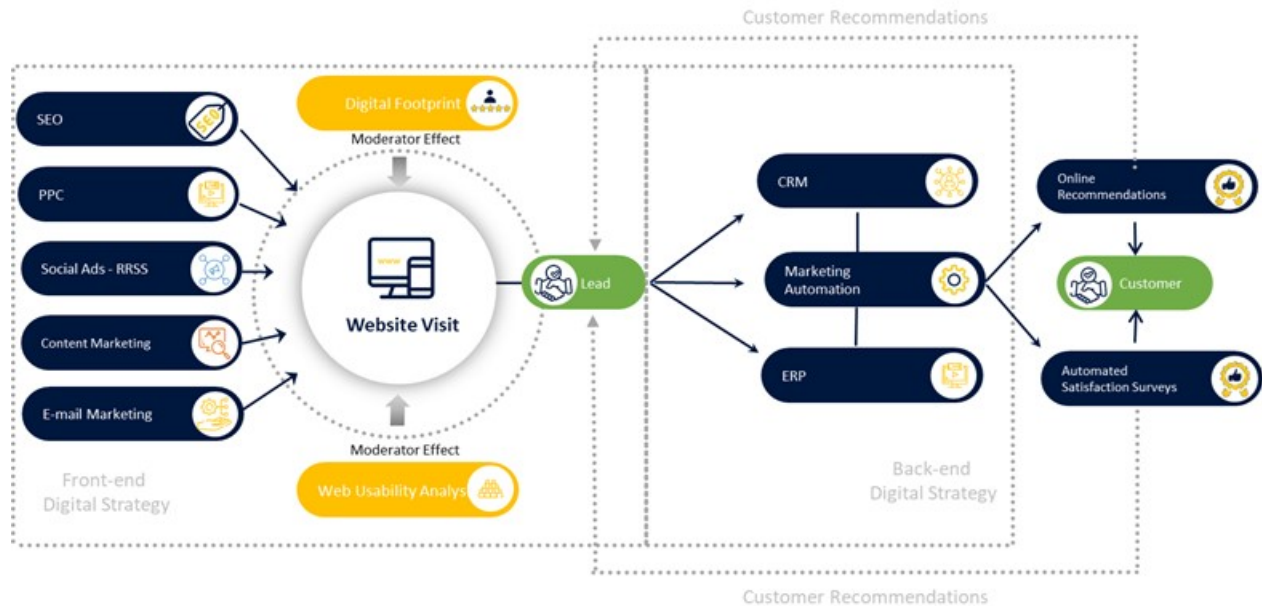
To conduct the case study of bcs Data, the purpose of the study and the research questions were clearly defined. In this regard, the main objective was to understand how an SME can use marketing strategies to compete in a technological market like SaaS. Subsequently, for data collection, primary qualitative information was combined with quantitative data available in the company. Specifically, three semi-structured, in-depth interviews were first conducted with members of the management team to better understand the company and identify recurring patterns and themes. Then, primary data extracted from the company's information systems were analysed using tools such as SE Ranking, the Google Ads Platform, Google Search Console, Yandex Metrica, and Data Sales, a CRM developed by bcs Data and used in the daily management of leads.

bcs Data adopted a triple segmentation strategy in its market approach. This strategy incorporated segmentation by SaaS model and vertical sectors but also introduced a third criterion specifically aimed at SMEs. The implementation of management systems in SMEs is in a growth phase, while the software market for large companies is already showing signs of maturity, which has increased competition in the SME segment. Therefore, bcs Data seeks to penetrate the market and achieve strategic positioning by adapting its marketing tactics to effectively attract companies in this dynamic and expanding market segment.

To this end, bcs Data designed a marketing strategy adapted to the evolving digital environment. Traditional digital marketing strategies based on front-end digital assets such as websites, social media and PPC (pay per click) campaigns, while necessary and effective, are not enough to achieve success. It is necessary, today, to integrate front-end digital assets with back-end digital assets (CRMs, ERPs, marketing automation tools, automated NPS measurement, etc.) to achieve a multiplier effect, which reduces the cost per lead and the volume of leads generated. A lead is someone who has shown some interest in the company's services through any type of contact in which they have provided a name and email address (or any other communication channel, such as a phone number).

Figure 1 presents an integrated depiction of front-end and back-end digital strategies. It captures the flow of leads towards a website. The data in the figure underline the importance of an exhaustive user experience (UX) analysis to optimise the visitor's journey through the website, enhancing or weakening (depending on the experience) his/her intention to contact the company. The figure also shows the moderating effect that the company's digital footprint has on intention to contact. The workflow of these leads within bcs Data is managed by back-end digital assets, which reduces response time and increases lead quality, which enhances lead conversion. Moreover, the process outlined in Figure 1 also contributes to increasing the lifetime value of each client and, therefore, profitability.

Figure 1. Integrated view of front-end and back-end digital strategy



4.1. Front-end digital marketing strategies

Digital transformation demands an evolution in marketing strategies to adapt to emerging market challenges and consumer expectations (Tapscott, 2023). In this context, bcs Data has designed a comprehensive front-end digital strategy encompassing various areas: SEO, SEM, social media ads, digital footprint management and UX Analysis.

4.1.1. SEO strategy

Search Engine Optimization (SEO) is the process of building a platform recognizable and understandable by search engines. SEO targets organic traffic, it does not analyze paid for or direct traffic. This optimization is crucial as it increases the chances that users and, more importantly, potential customers, will find the particular webpage after entering the search engine; this also directly improves the user experience (Kowalczyk & Szandala, 2024).

Given that Google processes an average of 3.5 billion searches daily (approximately 90% of the global search market) an appropriate SEO strategy is essential for achieving positive results in digital marketing. However, SEO is not an easy task, as Google maintains some opacity in its relevance ranking algorithm. No company knows 100% of the variables included in the Google algorithm that ranks a company in the top suggested results. However, there is a broad consensus among SEO professionals that two main factors rank a website in a top position: the relevance and popularity of the page. Google's algorithm ranks a page as relevant when a particular keyword appears in the website in the appropriate density both in the text and in the tagging. The algorithm will rank the page as popular if it is mentioned by, and linked to, external websites that are also popular on Google. To achieve maximum relevance for a given keyword, so-called on-page SEO techniques are used. To achieve maximum popularity, off-page SEO strategies, also known as external link-building strategies, are adopted.

bcs Data's SEO strategy includes both on-page and off-page techniques. Its on-page SEO strategy is based on a meticulous traffic analysis by keyword, which allows for precise customization of content and metadata on each webpage. This tactic is designed to improve search engine visibility, thereby attracting qualified traffic that can be converted into potential customers. A distinctive element of bcs Data's approach is the use of a long-tail keyword methodology, which integrates volume and conversion potential analyses,

ensuring that the selected keywords generate not only traffic, but traffic with a high probability of conversion.

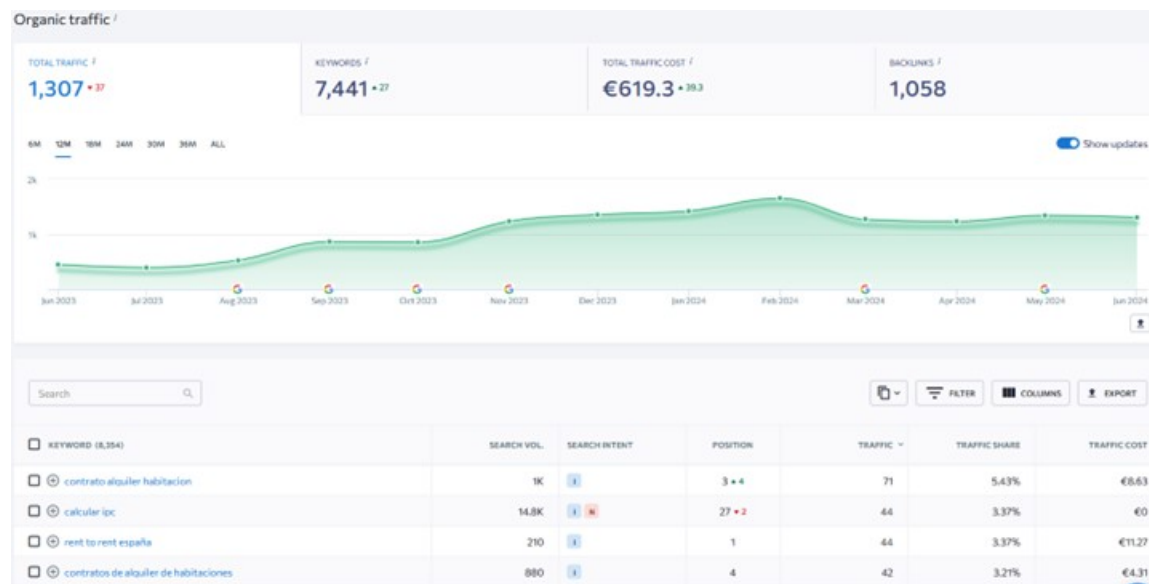
The SEO strategy implemented by bcs Data includes the following phases:

Phase 1: Keyword research

The first step is to determine how internet users search for the different types of software the company markets. Users search for products using different keyword combinations. In this first phase, the bcs Data marketing team not only identifies all possible combinations of these keywords, but also conducts research to determine the traffic volume of each keyword, as well as the implicit purchase intention associated with each word. Various tools exist in the market for conducting this research, for example, Semrush, Ahrefs, Mangools, TrueRanker, Looker Studio, Screaming Frog, Oncrawl and Botify. bcs Data uses SE Ranking. The next step bcs Data takes in the SEO design process is to analyze the pool of keywords used by its main competitors. For this, it uses a specific SE Ranking function to analyze the competitor's digital strategy. It analyses the keywords used by the competitor, the evolution of the total indexed keywords, the traffic share the competitor achieves for each keyword and other relevant aspects, such as volume and search intention. Figure 2 depicts an example of keyword research for a competitor of the company's "Alquila-Tool inmuebles" software. The graph shows the competitor's total traffic evolution, the evolution of the number of keywords used, a simulation of how much it would cost to generate that traffic with PPC campaigns instead of organic traffic, and the number of backlinks pointing to the competitor's website. Perhaps the most interesting part of this figure is at the bottom, which shows the keywords generating the traffic, the competitor's total share for each keyword and the position the competitor's website holds in the organic search results for each keyword.

Thus, using bcs Data's keyword research, and information from its competitors' keyword strategies, the company can develop a pool of keywords to use in its SEO strategy, which is the starting point for all subsequent actions.

Figure 2. Example of keyword research for a competitor of Alquila-Tool, conducted with SE ranking.



Phase 2: Long Tail Strategy

A key part of bcs Data's SEO strategy is the optimization of its website for long tail keywords. Qin et al. (2020) found that long tail keyword advertising generates more website traffic. Long tail keywords individually generate little traffic, but the combination of a large number of these keywords generates a significant volume of traffic and a high conversion rate due to the precise alignment of the search with purchase intentions.

Table 2 shows how bcs Data operates its long tail strategy. Root keywords are combined with product-specific expressions and complemented by adding prefixes highly oriented towards purchase, and suffixes that specify a particular characteristic of the solution, in this case, Instala-Tool.

Table 2. Long tail strategy for Instala-Tool.

Prefixes	Roots	Instala-Tool	Suffixes
company of	program	Installers	Free
specialist in	software	Installations	for SMEs
sale of	ERP	installer companies	in the Cloud
Management	CRM	installation companies	customised
Solution	management program	light installers	prices
Implementation	management software	water installers	benefits
Application		solar panel installers	local

Phase 3: Source code optimisation

Once bcs Data has defined the universe of keywords that attract qualified traffic to its website, it initiates the third phase of the source code optimisation process, also known as on-page SEO strategy. The company analyses the source codes of their main competitors' websites using the Google Chrome extension, Meta SEO Inspector. This tool provides them with the source code tagging strategy used by their competitors, as well as any code errors in their websites.

With their competitors' source code information, combined with the previously conducted keyword research, the bcs Data team “tags” the page, placing the keywords in the various tags of the websites most important to Google's crawler, such as title, meta descriptions, H structure and alt tagging.

Another important aspect of on-page SEO is the internal link building strategy. This strategy involves creating an internal link tree on the website so that each internally linked page transfers content density to the linked page. An example of this strategy is shown in Figure 3. Internal links are strategically placed, in the content of each bcs Data product landing page, to other ad hoc created pages that discuss a specific functionality of the software. In this case, as shown in Figure 3, each product page on the website has an internal link to another page that discusses the specific functionality of WhatsApp integration with the software in question.

*Figure 3. Example of pages interlinked,
Source: www.bcsdata.com*

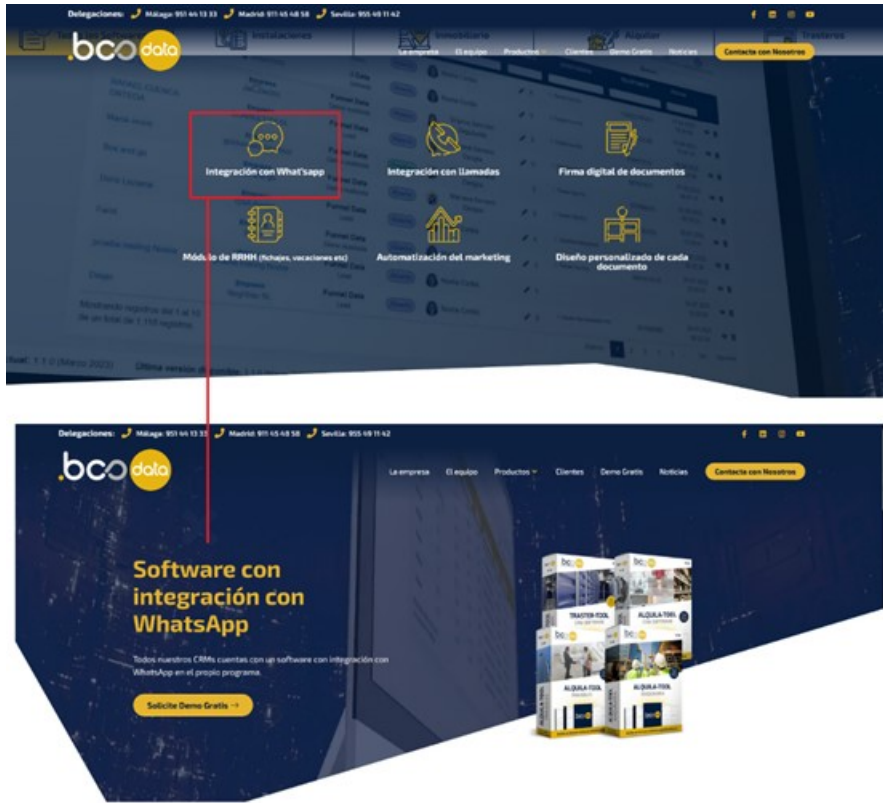
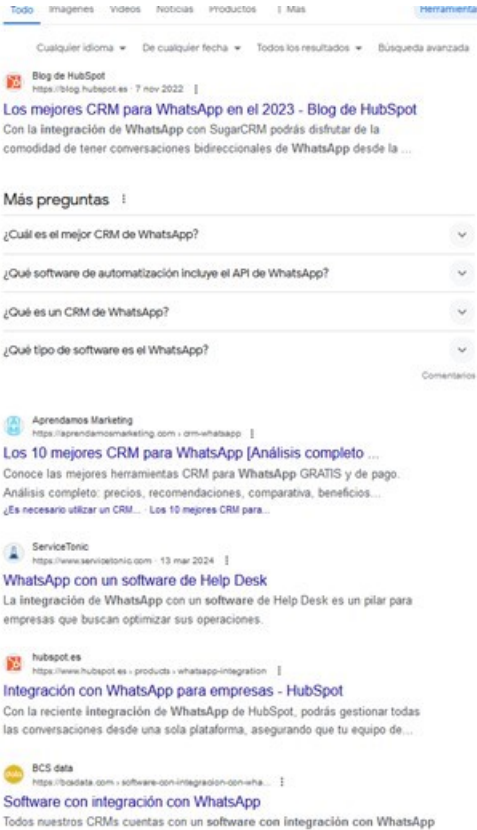


Figure 4. Screenshot of anonymous search result for the keyword 'Software with WhatsApp Integration'.



As shown in Figure 4, the result of internal link building is more URLs ranked for long-tail keywords.

Phase 4: External link building strategy

To increase the popularity of a website, bcs Data builds a solid network of external links pointing to its site. It is important to note that Google's ranking system takes into account the number of links and the popularity of the websites linked to the site in question.

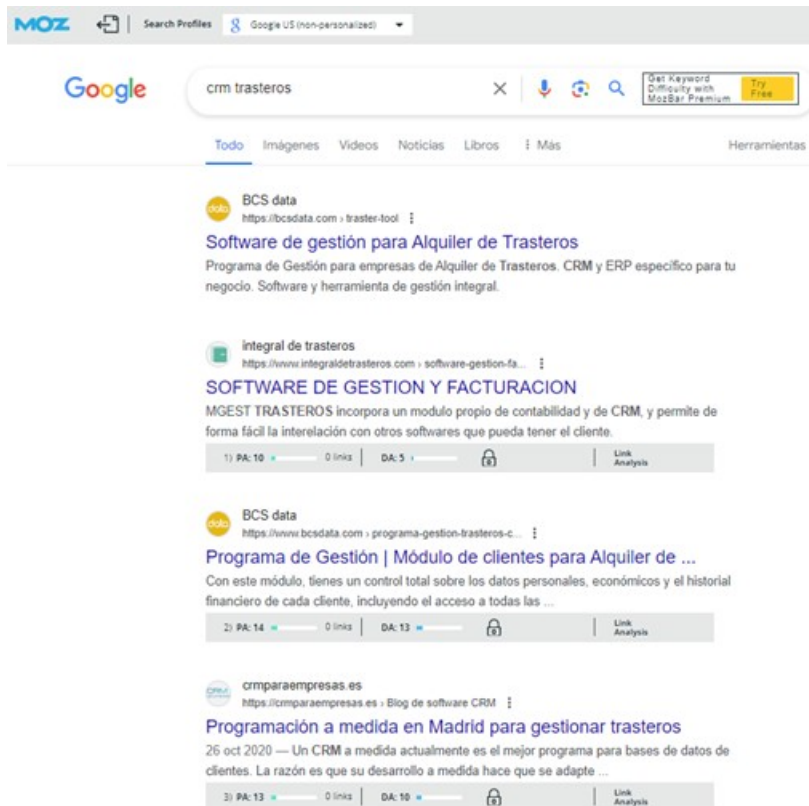
Google uses two metrics to measure the popularity of a website, domain authority (DA) and page authority (PA). The three tools most used in the market to identify the domain authority of a website are Moz's Domain Authority, Semrush's Authority Score and Ahrefs' Domain Rating (Reyes-Lillo et al., 2023). bcs Data uses the Moz Chrome extension to track the DA of its website and its competitors' websites. To analyze the domain authority of the www.bcsdata.com site, one simply logs in to MOZ and visits the website. The MOZ bar shows the domain details at Figure 5. As can be seen in the figure, the MOZ bar indicates a DA of 13 for the domain and a PA of 14 for this specific page.

Figure 5. View of the MOZ navigation bar when visiting a website.



Another MOZ function is displaying the DA and PA of a page directly from the Google search results list. This allows bcs Data to make a quick and very visual comparison of its domain status against its competitors (see Figure 6).

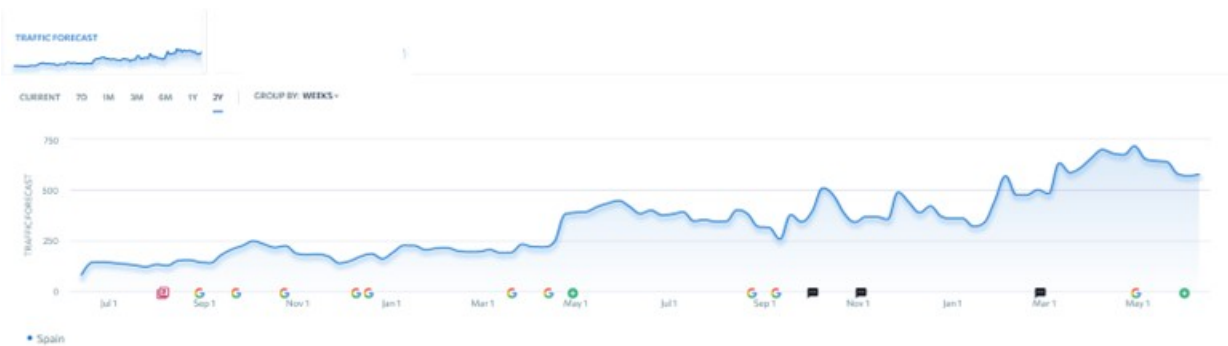
Figure 6. Google search result for the keyword 'CRMs Storage Units' retrieved on 18 May 2024. Monitored by MOZ, showing the DA and PA of all websites.



The implementation of the SEO strategies analysed in this section translates into three significant milestones:

1. Website positioning: Average position 1 on Google search for keywords related to each software.
2. Organic website traffic: This translates into a significant increase in organic traffic over time. Figure 7 shows the evolution of this organic traffic on the website www.bcsdata.com
3. SEO conversions: The bcs Data website achieved 297 leads and 40 clients through the SEO channel May 2023-May 2024.

Figure 7. Evolution of organic traffic to bcs Data as of 18 May 2024. Measured with SE ranking.



The following section describes how bcs Data uses SEM to increase its online visibility and attract qualified paid traffic.

4.1.2. SEM strategy

Search Engine Marketing (SEM), also known as digital advertising, is fundamental to digital platforms' business models and market opportunities (Coromina et al., 2023). The leading SEM platform is Google Ads, through which advertisers and their agencies publish ads on the various Google platforms. The modalities in which Google Ads publishes ads are as follows:

1. Search

Search campaigns are based on placing ads in Google search results. These ads are distinguished from organic results by being preceded by the word "Sponsored."

This type of campaign operates under the pay-per-click (PPC) model, which is the most widely used payment model on the internet (Aljabri & Mohammad 2023). These campaigns are highly effective because they respond to a proactive user search for a product or service. However, fraudulent click attacks can minimize, or even nullify, the potential of this ad publishing modality. As Google bills the advertiser for each click the ad receives, companies often operate fraudulently, either by hiring individuals, or using bots, to exhaust their competitors' daily campaign budgets, nullifying their investment on the platform. Sadeghpour and Vlajic (2021) argued that recent research has revealed an alarming proportion of click fraud in online advertising.

There are two principal attack methods in Google Ads campaigns

- a. Manual Attacks: Carried out by individuals hired by companies to conduct searches and make multiple consecutive clicks on their competitors' ads.
- b. Bot Attacks: Some companies' core business consists of developing applications aimed at conducting massive searches on a keyword and clicking on competitors' ads.

Tools exist that can block fraudulent click attacks on Google Ads campaigns. The IP from which an attack is launched can be identified, and it can be blocked directly in the Google console, such that this IP/device can no longer view these specific campaign ads. However, this method is not now entirely effective; the latest generation of campaign-hacking bots use VPNs that mask the originating IP by changing it each time it performs a search, rendering the block ineffective. bcs Data uses the ClickCease tool to mitigate the impact of these attacks. In Figure 8, the orange bars represent IPs blocked by the ClickCease system, while

the blue graph shows the total campaign traffic on the website. On some days, blocked IPs exceed 50% of the site's total traffic. Aljabri et al. (2023) developed a model for detecting fraudulent clicks using AI-designed algorithms. Their results are promising because their algorithm can differentiate between human traffic and bot-generated traffic. However, this technology is not yet widely available in the market. Therefore, after several attempts by bcs Data to implement this type of campaign, and failing to stop bot attacks, bcs Data decided not to invest in this advertising modality.

Figure 8. Chart extracted from ClickCease showing the bcs Data campaign being attacked by a bot from April 15 to May 12



2. Display Campaigns

Display campaigns use, as do search campaigns, the PPC modality. However, differences in ad format, display placements and segmentation make them less susceptible to fraudulent clicks. Display campaigns are image-based formats where the product's advantages and images are showcased. The most used of these formats is the banner, which can be displayed in different sizes. For this reason, bcs Data utilizes various types of Google Ads display campaigns to promote its software. The main display options for this type of ad are shown in Figure 9.

Figure 9. Real examples of banners used in bcs Data campaigns for Alquila-Tool properties.

Banner 728 x 90



Banner 300 x 250



Banner 300 x 250 (Versión II)



While search campaign ads are displayed in Google search results, Google Display campaign ads are placed on the Google Display Network (GDN). This network comprises of over 2 million websites, applications and videos that, through agreements with Google, allow companies to display their ads on their platforms. In return, these sites receive a payment from Google based on the number of clicks made on the ads shown on these pages.

Finally, the significant difference between search and display campaigns is the segmentation possibilities offered by the latter. bcs Data uses three segmentation modalities:

- a. Own Remarketing: This segmentation shows bcs Data's ads in selected GDN placements to users who have previously visited the company's website and spent more than a minute browsing there.
- b. Specific URL Visit Remarketing: Within the own remarketing modality, the bcs Data marketing team applies a second level of segmentation based on specific URL visits to its website. That is, users who visited the Alquila-Tool properties URL within the www.bcsdata.com domain for more than a minute will be targeted with remarketing ads for Alquila-Tool properties when they browse the selected GDN placements.
- c. Competitor Remarketing: Similar to own remarketing but, instead of using the criterion of visits to URLs on the bcsdata.com site, visits to the URLs of the company's main competitors' software products are used.

The implementation of display campaigns has resulted in a 50% increase in the number of leads received for each product, as well as a reduction in the cost per lead and an increase in conversion rate from lead to sale by 2%. The decrease in cost per lead is due to the significant reduction in cost per click (CPC). For example, in a bcs Data campaign for the same product, the average cost was €6.74 for the search campaign and €0.12 for the display campaign.

bcs Data initiated its SEM strategies, focusing efforts on search campaigns, which yielded the following historical data (September 2022 to March 2024) – CTR: 10.68% and average CPC: 3.68%. A very high CTR was almost certainly caused by bot attacks on the campaigns. Gradually, the search campaigns were replaced by display campaigns, particularly competitor remarketing, which yielded the following KPIs for the Display campaign – clicks: 37,827, impressions: 2,559,758, CTR: 1.48%, and average CPC: 0.11€

Competitor remarketing campaigns allow for retargeting users who have previously visited competitor websites. This micro-segmentation refines the target audience to the point where it is possible to re-target a specific section of a competitor's website and re-engage the user with a display from our company containing the same product or software functionality as the specific URL re-targeted on the competitor's website. For example, if a competitor markets a vertical ERP as well as storage rental software for installation companies, we can retarget with InstalaTool, the user who visited the installation software

section, and TrasterTool, the user who visited the storage rental software section of the competitor's website.

3. Video Campaigns

bcs Data video campaigns on YouTube are aimed at achieving views of the video. Many of the videos published by bcs Data on YouTube are simultaneously embedded on the website www.bcsdata.com to increase the relevance attributed by Google to the URL in keyword terms. If a URL on bcs Data's website is about the budget module of Instala-Tool, and a video from the company's YouTube channel discussing this budget module is embedded in that URL, it enhances the importance of that URL for the keyword "budget module in ERP for installers." Implementing video campaigns exponentially increases the views of these videos, which supports SEO strategies while boosting brand image on YouTube by showcasing the videos' high number of views.

4.1.3. Social media strategy

Tapscott (2023) emphasized the need to shift from company-centric to customer-centric approaches, leveraging the power of social media for value co-creation and understanding consumer behaviors in digital environments to personalize experiences and products. Cao and Weerawardanab (2023) demonstrated that the strategic use of social media in B2B SMEs positively impacts on customer engagement. Adamides and Karacapilidis (2020) concluded that SMEs use social media strategies to accelerate their development.

When discussing social media, it is crucial to differentiate between the content strategy for publishing on the company's social digital assets and social media ad campaigns.

1. Content Generation Strategy

bcs Data's empirical perspective after years of implementing social media marketing strategies is that content generation on social media alone generates few B2B leads. However, they do have a positive effect on the conversion rate of qualified traffic generated on other platforms. bcs Data generates five types of content, with different objectives:

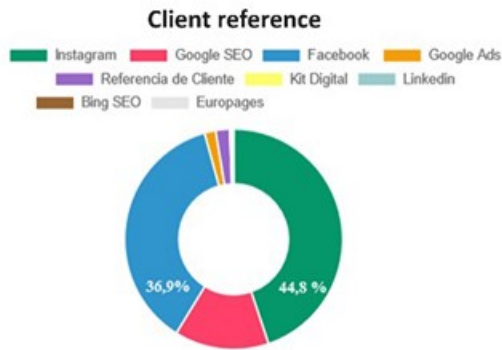
1. **Informative Content:** The goal is to inform the community of SaaS users about important aspects of the business environment, many of which are linked to the experience of using management software.
2. **Own Content:** This involves sharing day-to-day situations at bcs Data's office with the community, accompanied by images and short videos that generate trust in potential clients by showing the team's solidity, facilities, processes, etc.
3. **Institutional Content:** This category includes all social and business events in which bcs Data participates. It showcases the company's involvement with institutions, social projects, etc. This content enhances bcs Data's image in the market.
4. **Commercial Content:** This communicates the positive aspects of, and business benefits derived from using, bcs Data's software.
5. **Experiential Content:** This includes testimonials and positive reviews posted by clients. The goal of this content is to increase the trust of potential clients by conveying positive experiences enjoyed by their peers when using bcs Data's software.

To generate consistency in the company's market discourse, out of every four social media posts, bcs Data publishes one in an extended article format on its blog. However, while bcs Data allocates significant resources to generating content on social media, there is no empirical evidence that this increases leads. To generate leads in social media, bcs Data uses social media ad campaigns on the Meta platform, specifically targeting each product. The key to this strategy is campaign segmentation using AI tools; this allows the company to directly impact on decision-makers in its target sectors and companies.

2. Social Media Ads Strategy

Social media has evolved from being socialization platforms to serving companies in gaining visibility through advertising (Al Qudah et al., 2020). From the perspective of bcs Data's digital marketing strategy, social media ad campaigns on Meta have created a new lead generation landscape. As shown in Figure 10, 44.8% of bcs Data's leads come from social media ad campaigns on Instagram, and 36.9% from Facebook.

Figure 10. Distribution of bcs Data leads by advertising support: 1 September 2022 to 31 May 2024.



The key to massive lead generation through Meta-based social media ad campaigns lies in the meticulously implemented segmentation used. First, this segmentation involves creating specific campaigns for each bcs Data software. Second, sectorial segmentation targets companies for each bcs Data software. Finally, the segmentation criteria applied in each campaign enable the company to tailor each impact to a highly qualified target audience that make decisions regarding the acquisition of business management software. In 2024, Meta developed an artificial intelligence (AI)-driven campaign segmentation automation tool, Advantage+. This tool, using optimal segmentation that bcs Data develops for each campaign, generates customized audiences. To customize the audience, Meta uses an optimal combination of all the classic campaign parameters, such as interests and location, and more personalized user information, such as browsing history and the interactions on their social media profiles. This allows the company to create a personalized approach to each user. In addition, the automatic optimization option allows companies to adjust campaign metrics, such as budget and content, automatically, which provides a key tool for lead generation in any market. Tests conducted by bcs Data showed that this segmentation reduced costs per lead by 19% over non-AI-based manual segmentation.

4.1.4. Digital footprint

A digital footprint is the trail left in the digital environment by the activities undertaken by individuals, companies and entities. The concept can be broken down into two, active digital footprint and passive digital footprint.

- Active digital footprint: This is the data that a user intentionally leaves behind while interacting in the digital environment (e.g., social media posts, blog comments, emails and information shared online). In this case, users are aware that they are generating data and are doing so deliberately.
- Passive digital footprint: This is the data collected without the user's conscious intervention (e.g., browsing cookies, IP addresses, search history and location data). The user is generally unaware of the extent of the data being collected, or how it is being used.

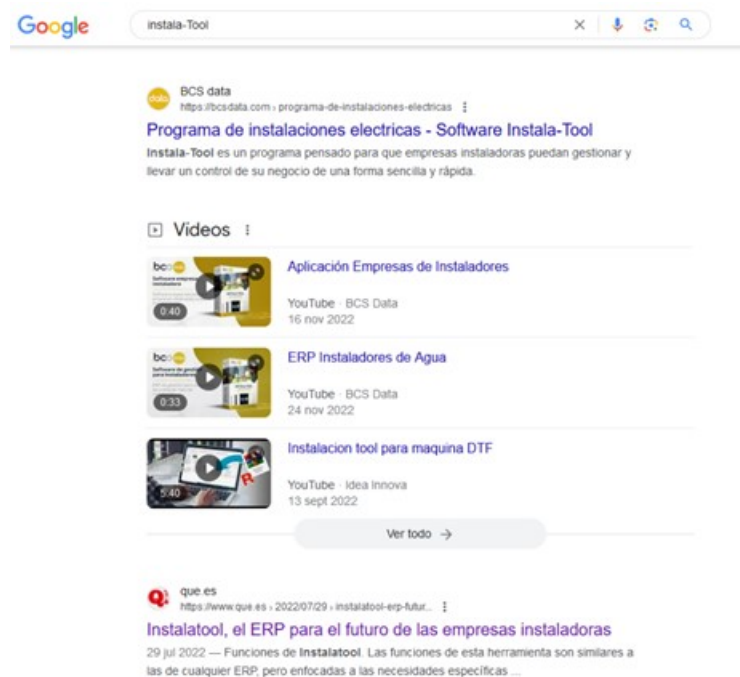
As it is not possible affect the user's passive footprint, bcs Data focuses on optimising the user's active digital footprint so that anyone searching for the brand, or its products receives only a positive impact. In pursuit of this objective, bcs Data implements three strategies.

1. Google My Business Review Management. This is aligned with the theoretical DART model (dialogue, access, risk assessment, and transparency) (Prahalad & Ramaswamy, 2018); reviews create a bidirectional communication channel where customers can express their experiences, desires and needs. In turn, the company can respond to these reviews, demonstrating that it values its customers' opinions (dialogue); reviews give customers access to other users' experiences, which helps them make more informed decisions (access), which reduces perceived risk (risk assessment); these create a climate of openness around the company's decisions (transparency). All these factors raise brand awareness (Eggers, 2020). To achieve a positive response from its customers, bcs Data uses a customer satisfaction survey and a marketing automation process linked to its CRM system. Every time a lead becomes a customer, the bcs Data sales CRM system sends the new customer a

quick, easy satisfaction question posed in a five-point "smiley face survey", from bad to excellent. The CRM system collects the scores given by the customers and, to those who express the highest level of satisfaction, it subsequently sends an invitation to post a review on Google My Business. This strategy enhances bcs Data's credibility and reliability among its customers.

2. **First Page Domination on Google.** This involves trying to control all the positions on the first page of Google for searches related to the brand or its products. To achieve this, several specific strategies are used. The first is to pay a fee to publish articles in the digital press. These articles discuss the product's benefits, and tag it with the product's brand, to contribute to its Google ranking. This has two effects on the user. First, everything they read in the search results presents the perspective that bcs Data wants to convey about its product. Second, when users see digital newspapers discussing the software, this enhances the product's image and increases their trust. Second, the company tags YouTube videos featuring the brand and its products. This creates a very visual impact in Google's search results. Figure 11 shows a search result for Instala-Tool, with several videos and a press article discussing the product.

Figure 11. First page domination on Google



3. **Dominating Google's image search results for the company or its products.** This involves tagging all images of the company's digital assets so that their titles and alt tags include the company and/or the product. This approach ensures that the images associated with the company and its products will appear prominently in Google image search results, enhancing brand visibility and recognition.

bcs Data's analysis is that optimizing digital footprint does not have a direct impact on lead generation; however, it influences the conversion rate of leads generated by other digital marketing tools.

4.1.5. Analysis of the user experience (user experience)

User experience (UX) is an important factor that can differentiate a website from its competitors (Motobu & Kida, 2023). UX analysis is a process through which the experience users have when interacting with a digital asset (website, software, app, etc.) is evaluated. It seeks to understand how users perceive and use assets, which allows developers to identify areas for improvement to make the interactions more efficient,

effective and satisfying. The goal of UX analysis is to create an optimal, intuitive, accessible and pleasant user experience, aligned with business objectives and user expectations.

Before undertaking any UX-based actions to meet user expectations, it is essential to understand these expectations. There are two key research methods of understanding what a user expects from a website, asking and observing.

1. Qualitative research (asking). To understand which aspects the market valued most when acquiring software under the SaaS model, bcs Data commissioned a qualitative research study. The company collected the reviews users posted on the profiles of bcs Data and its main competitors on Google My Business. A total of 1,148 reviews of nine companies, including bcs Data, were extracted. The analysis showed that the aspects most referred to by SaaS customers were customer service (48.94%), incident management (31.91%) and software quality and functionality (19.15%). Taking these results, bcs Data's web design team thereafter ensured that information related to these three aspects was strategically placed on the website and highlighted during navigation.
2. Yandex Metrica (observing). The key to UX analysis is observing how users navigate the website: where they stop, where they click and which content does not interest them. Optimization of companies' online communications is carried out based on cyclical interactive communications and timely adjustments of the traffic parameters received from automated services such as Google Analytics, Yandex Metrica and CoMagic (Halunko et al., 2018). bcs Data uses the UX analysis tool Yandex Metrica. This tool offers a series of advanced functionalities for analysing the user experience on websites:
 - Heat Maps: These highlight the areas on a web page where users click most frequently, how they scroll and where they most concentrate their attention. This data is crucial for identifying points of interest and areas for improvement in page design.
 - Session Recordings: These record and play back user sessions, providing a detailed view of how visitors interact with the website. They are invaluable for understanding behavioural patterns and detecting potential obstacles to navigation.
 - Form Analysis: This feature identifies problems in web forms, showing where users encounter difficulties. This allows developers to optimise the user experience and increases conversion rates.
 - Scroll Maps: These show how users scroll through a web page, revealing the most and least viewed areas. They are essential for improving content layout and ensuring that key information is easily accessible.

Figure 12 shows the heatmap screen of the Install-Tool page. It shows the click-through concentrations in testimonial videos. Based on their analysis of this data, bcs Data's marketing management team placed testimonial videos throughout their website. Using the UX analysis of its website, bcs Data has improved conversion rate from click to lead by 30%.

Using the front-end digital marketing strategies described in this section, bcs Data aims to optimise B2B lead generation. However, this lead generation is an intermediate objective. The intention is that this generation should convert leads into customers and reinforce the feedback loop of the system, thereby providing a cheaper and more effective way of attracting prospects from the contacts previously obtained using front-end assets. It is here, therefore, that bcs Data begins to implement the back-end digital strategies explained in the next section.

Figure 12. bcs Data website showing a heat map.



4.2. Back-End Digital Marketing Strategies

Unlike front-end strategies, which are designed to attract and acquire new customers, back-end digital marketing strategies seek to maximize the value of current customers. Back-end strategies have three objectives:

- Customer retention and increasing customer lifetime value: achieved through analyzing customer satisfaction, implementing measures to improve service and addressing new needs.
- Increasing profitability of each customer: achieved through upselling and cross-selling.
- Increasing the database of new leads: achieved through managing its digital footprint (reviews, positive interactions on social media, online comments). This should also lead bcs Data' clients to recommend its services to others.

Back-end information management systems have greater potential to differentiate the company's services than do front-end digital infrastructures (Pergelova et al., 2019). This, together with the fact that the development of data-driven strategies has changed the paradigm and existing business models (Lies, 2019), led bcs Data to focus its strategy on the combined use of CRM and ERP. Collecting and analyzing a large amount of data on customers' interactions, preferences and buying behaviors provides insights into the effectiveness of front-end strategies and information that can guide the redefinition of marketing strategies based on key performance indicators (KPIs).

Big data analysis can predict demand in the market (Saura et al., 2021). Their data management, based on back-end digital assets, allows bcs Data to predict movements in the market.

4.2.1. Customer relationship management (CRM)

CRM is a strategic approach that companies use to manage and analyze interactions with current and potential customers. The goal of CRM is to improve business relationships, assist in customer retention and drive sales growth. A CRM system helps companies stay connected with customers, streamlines processes and improves profitability. CRM systems enable companies to acquire new customers, retain existing customers and increase their lifetime value (Al-Karim et al., 2024).

bcs Data uses data sales software to manage its customer relationships. The software is connected to all bcs Data lead sources (web forms, social media, landing pages, etc.), thus, all leads are automatically entered into the software's lead database. From there, lead management begins based on a sales funnel designed by bcs Data's sales team, following these phases:

- Lead Generated: Newly received request pending management.
- Contacted: Initial contact made, pending scheduling a meeting to show a software demo.
- Demo Scheduled: Appointment set for demo.
- Demo Completed: Product demonstration conducted.
- Positive Opportunity: Contract signed for service provision.

Breaking down the commercial activity allows the sales' team members to control conversion rates at each phase. This information also detects the phase where each sales team member is failing to meet his/her objectives, which allows management to personalize training programs.

A second benefit of breaking down the phases that each lead goes through is that it allows the company to operate an effective automated communication system. This system automatically prompts the lead management software to send a personalized message via email or WhatsApp to each lead, based on the phase it occupies. For example, bcs Data, through data sales software, sends a welcome communication whenever a lead enters the "lead generated" phase. It also sends an automated satisfaction survey whenever a lead moves to the demo completed phase. These actions, in addition to gathering very useful information for managing each lead, convey to the market an image of professionalism and commitment.

4.2.2. Enterprise resource planning (ERP)

ERP systems are modular, single database software packages designed for use in various environments. They manage and integrate all internal functions of a company. ERP systems have proven their effectiveness over the years by providing numerous benefits, including improved financial performance. However, ERP systems face some challenges, particularly when different ERP systems need to communicate with each other within a supply chain (Lahlou et al., 2024).

Traditionally, the ERP concept has been linked to internal business processes. However, bcs Data integrates this back-end digital asset into its digital marketing strategy by leveraging various ERP functionalities to attract new customers and increase the loyalty of its current customers.

bcs Data works with Data-Tool, a tool that integrates CRM, ERP and human resource management in a single suite. The tool manages leads and customers in the same interface. However, to ensure that the benefits of the integration of these systems is maintained without compromising the benefits of its sector-specific specialization, Data-Tool has well-differentiated databases for leads and customers. This integration/specialization of back-end digital assets model provides complete traceability from the first contact made by a potential customer to the conversion of the lead into a stable customer. For example, bcs Data manages customer service systems typically linked to CRM using Data-Tool. This provides three advantages over more traditional models:

- a. **Minimizing Response Time:** Minimizes response times to customer requests/issues.
- b. **Holistic View of Customer Response:** Provides a holistic view of the response to the customer's request. The system not only responds to the customer's request, it also provides relevant information about other processes managed by bcs Data linked to that customer in the same response.
- c. **Constant Feedback Collection:** Constantly collects feedback on the customer's level of satisfaction with the software or service contracted. This allows companies to establish recommendation and reward systems that can attract new customers.

5. CHALLENGES AND OPPORTUNITIES FOR THE ORGANISATION

The challenges faced by bcs Data stem from both technical factors in their digital marketing strategy that hinder product marketing, and market factors that are making the sector, that just four years ago in Spain was only emerging, increasingly competitive. As an SME, bcs Data does not have the resources to directly confront the large companies operating in the sector. Thus, based on an analysis of the opportunities and threats that exist in the microenvironment, it is recommended that bcs Data leverage its market position by seeking creative solutions to the market's needs.

5.1. Technological Factors

Two technological factors are salient:

1. **Fraudulent Clicks on Search Campaigns:** Google Ads search campaigns are extremely effective if they are not attacked with fraudulent clicks. This effectiveness stems from providing a service in response to the proactive search of a user who wants to fulfil a need. However, manual and bot attacks

made with fraudulent clicks completely nullify the effectiveness of lead acquisition actions, which makes it difficult for bcs Data to reach its target audience and significantly increases cost per lead.

2. Extreme Difficulty in Ranking Root Keywords in SEO: Being visible in the top positions on Google is highly profitable and a great source of highly qualified lead acquisition. bcs Data's competitors are aware of this and are allocating significant resources to obtain these positions. Figure 13 illustrates the difficulty of ranking certain root keywords, like ERP, in SEO. SE Ranking's keyword analysis function indicates a difficulty of 83 out of 100 in ranking the keyword ERP at the top of organic Google search results.

Figure 13. SE ranking analysis showing difficulty of 83/100 for ranking the keyword ERP.



In response to these challenges, bcs Data has adopted the following mitigating measures:

- a. **Fraudulent Clicks:** bcs Data has tested various measures to mitigate fraudulent clicks, such as employing ClickCease, a tool specialized in stopping these attacks, generating subdomains every two or three days and changing the URLs used in campaigns. While ClickCease has not been effective for bcs Data's campaigns, the subdomain change strategy has been shown to work well for two or three days. But, once detected by competitors, the attacks resume, which means the process must be restarted. Solutions centered on finding other sources of leads, such as social media ads and Display Campaigns, have largely mitigated this problem, although more leads and more qualified leads are needed. Therefore, an opportunity that bcs might exploit is to identify new, non-digital lead sources, such as partnerships with professional associations and business associations.
- b. **SEO Positioning Difficulty:** It is recommended that bcs Data strengthen its team by incorporating a specialist in SEO who can focus the company's efforts on achieving top positions on Google.

5.2. Market Factors

The following market challenges are salient:

1. **Resistance to change:** Often, when bcs Data contracts to provide an ERP with the management of a company, in the implementation phase, which involves the client's operational team, the service provider encounters significant barriers due to resistance to change. This resistance is frequently due to workers feeling that the ERP will provide management with greater control over their work and/or that the technology will replace them in their jobs.
2. **Increased market concentration:** The fact that SaaS provides an interesting opportunity in the SME segment has been detected by bcs Data's competitors. The competition, traditionally composed of small companies, is concentrating through mergers and acquisitions into several large players, whose equity often belongs to international investment funds.

In response to these market challenges, the following opportunities are highlighted, and recommendations made:

- a. **Resistance to change among client company workers:** Efforts should be focused on improving training materials for new users. This will involve creating user manuals and demonstration videos for each software functionality and conducting webinars where users can be informed of latest

developments. In addition, it would be beneficial to develop motivational messages and positive arguments to demonstrate to the workers that the software can help them in their daily work.

- b. **Increased market concentration:** To compete with large funds and tech giants, we recommend that bcs Data adopt a specialist strategy (Kotler and Slight, 1981). This strategy involves focusing efforts on underserved market niches, unattractive to competitors, where guerrilla marketing actions can be implemented.

6. CONCLUSION

The case study of bcs Data has provided a detailed understanding of how an emerging company in the SaaS field can implement effective digital marketing strategies to improve its online visibility, attract and convert leads and optimize customer retention. The results obtained by bcs Data, with 2,231 leads, 212 customers, and a recurring annual revenue of €300,000 in its first year, demonstrate the effectiveness of these strategies. SEO and SEM strategies were fundamental in increasing online visibility and attracting qualified traffic to its website. Additionally, the integration of social media campaigns and the optimization of user experience (UX) played a crucial role in lead conversion. The ability of bcs Data to adapt its CRM and ERP offerings to the specific needs of its customers also significantly contributed to customer retention and satisfaction. These conclusions have significant implications for other SaaS companies. First, they highlight the importance of an integrated digital marketing strategy that combines SEO, SEM and social media campaigns to maximize visibility and attract qualified traffic. Second, they underscore the need for a flexible and adaptable product offering that can meet the specific needs of customers. Finally, they emphasize the value of optimizing the user experience and using data analysis tools to improve customer retention and satisfaction.

It is also important to highlight the key role played by the integration of bcs Data's front-end and back-end asset strategies. The use of technology to improve the workflow of leads and customers, and to optimize and automate communications with them, has been key to differentiating bcs Data's digital strategic approach from the competition.

In summary, the strategies implemented by bcs Data have not only proven to be effective for its growth and success but also offer a replicable model for other SaaS companies. By exploring and adopting new technologies and strategic approaches, SaaS companies can continue to innovate and remain competitive in an ever-evolving market.

7. FUTURE DIRECTIONS

Emerging trends in digital marketing and potential technological advances present several areas for future research and strategic approaches in the SaaS market:

- a. **Integration of AI and Machine Learning (ML):** AI and ML can significantly enhance digital marketing strategies through process automation, user experience personalization and customer behavior prediction. SaaS companies could explore how these technologies can optimize their marketing campaigns and improve operational efficiency.
- b. **Personalized Content Marketing:** Personalizing content based on user data can significantly increase engagement and conversion. Future research could focus on best practices for personalizing content and marketing campaigns for different customer segments in the SaaS market.
- c. **Improved User Experience (UX):** As customers expect more intuitive and seamless experiences, SaaS companies must continuously focus on improving the UX of their platforms. Future research could investigate new methodologies and tools to optimize UX and evaluate its impact on customer retention and satisfaction.
- d. **Data Security and Privacy:** With the increasing use of SaaS solutions, data security and privacy have become critical concerns. Companies must explore advanced technologies and security practices to protect their customers' data and comply with international data privacy regulations.

- e. Predictive Analytics and Big Data:** Utilizing big data and predictive analytics can provide SaaS companies with valuable insights into market trends, customer behavior and growth opportunities. Future research could focus on how these technologies can be leveraged to develop more effective marketing strategies and make informed decisions.
- f. Expansion into Emerging Markets:** Emerging markets present significant opportunities for SaaS companies due to their rapid growth and adoption of digital technologies. Research can explore specific strategies for entering and establishing a presence in these markets, considering cultural and economic particularities.

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KEY TERMS AND DEFINITIONS

Customer Relationship Management (CRM): It refers to the strategies, technologies, and practices used by companies to manage and analyze customer interactions and data throughout the customer lifecycle. The primary goal of CRM is to improve business relationships with customers, aid in customer retention, and drive sales growth. CRM systems compile customer data across different channels, or points of contact, between the customer and the company, which could include the company's website, telephone, live chat, direct mail, marketing materials, and social media. CRM systems can also provide customer-facing staff detailed information on customers' personal information, purchase history, buying preferences, and concerns.

Enterprise resource planning (ERP): It is an integrated software platform used by organizations to manage and automate many of the core business processes. These processes typically include areas such as finance, human resources, manufacturing, supply chain, services, procurement, and others. ERP systems facilitate the flow of information between all business functions inside the organization and manage connections to outside stakeholders.

Long tail keyword: A typical phrase consists of three to five words. These specific keywords target niche audiences more effectively than general terms. They're less competitive because they mirror how people actually search.

Software as a Service (SaaS): It is a software distribution model in which applications are hosted by a service provider or vendor and made available to customers over the internet. SaaS eliminates the need for organizations to install and run applications on their own computers or in their own data centers. This model alleviates the expense and complexity of hardware and software management and maintenance.

Website user experience (UX): It refers to the overall experience a user has when interacting with a website. It encompasses all aspects of the user's interaction, including usability, accessibility, performance, design, and how enjoyable the experience is. The goal of UX design is to create a website that is easy to use, efficient, and enjoyable for the user.

APPENDIX 1. Questions and Answers

Q1. How do SEO strategies influence the ranking and visibility of bcs Data in search engines?

SEO strategies, such as keyword research and the construction of internal and external links, have significantly improved bcs Data's visibility in search engines, thereby increasing organic traffic and generating qualified leads.

Q2. What role does the integration of CRM and ERP play in optimizing customer management and operations at bcs Data?

The integration of CRM and ERP facilitates efficient management of customers and operations by providing a holistic view of interactions and processes, which enhances customer satisfaction and operational efficiency.

Q3. What are the main technical challenges faced by bcs Data in its digital marketing campaigns?

The main technical challenges include fraudulent click attacks on Google Ads campaigns and the difficulty of ranking root keywords in SEO due to high competition, which affects the effectiveness of lead acquisition.

Q4. How does bcs Data address resistance to change among client company employees during the implementation of its ERP solutions?

bcs Data improves training materials for new users by creating manuals and demonstration videos and organizing webinars to reduce resistance to change and showcase the software's benefits in employees' daily work.

Q5. What strategies does bcs Data employ to manage and enhance its active digital footprint?

bcs Data optimizes its active digital footprint by managing reviews on Google My Business, dominating the first page of Google search results, and tagging images and videos to improve visibility and brand perception

Q6. What is the impact of remarketing campaigns on lead generation for bcs Data?

Remarketing campaigns have significantly increased the number of leads received and reduced the cost per lead, improving the conversion of leads to sales through precise and personalized segmentation.

Q7. How does user experience (UX) analysis contribute to optimizing the conversion rate on bcs Data's website?

UX analysis, utilizing tools such as heat maps and session recordings, enables bcs Data to identify areas for improvement in website design, optimizing user navigation and increasing the conversion rate from clicks to leads.

APPENDIX 2. Epilogue and Lessons Learned

In retrospect, the implementation of integrated and personalized digital marketing strategies for bcs Data has proven to be fundamental to its long-term success in the competitive SaaS market. The company has overcome numerous technical and market challenges, thereby strengthened its position and enhancing its ability to swiftly adapt to the changing demands of the market. The integration of advanced CRM and ERP tools has not only optimized operational efficiency but has also significantly improved customer satisfaction and retention. As bcs Data continues to innovate and expand, its focus on personalization, automation, and robust data analysis will remain the central pillar driving its sustainable growth and competitiveness in the global market.

The Importance of Personalization in Marketing Strategies

Personalizing digital marketing strategies by tailoring messages and offers to the specific needs of each market segment has significantly increased conversion rates and customer satisfaction.

Integration of CRM and ERP to Enhance Efficiency and Customer Satisfaction

Integrating Customer Relationship Management (CRM) and Enterprise Resource Planning (ERP) systems enables more efficient process management and better customer service, leading to higher customer retention and loyalty.

Use of Data and Analytics to Inform Strategic Decisions

The ability to effectively collect, analyze, and utilize data to make informed decisions has been crucial in identifying market opportunities, optimizing marketing campaigns, and continuously improving product offerings.

Adaptability and Resilience in Facing Market Challenges

bcs Data's ability to quickly adapt to changes in the market environment and overcome challenges such as click fraud and high competition has been key to its long-term growth and success.

Value of User Experience (UX) in Lead Generation and Conversions

The continuous improvement of user experience (UX) on the website and other digital platforms has proven to be essential for attracting and retaining customers, enhancing conversion rates, and overall user satisfaction.